

# Introducing & Exploring the Applicability of **OUTCOME MAPPING** in the MENA Region



## WORKSHOP PROCEEDINGS

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June 2007



# Introduction

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The workshop “**Introducing and Exploring the Applicability of Outcome Mapping in the MENA Region**” was held in Beirut May 21<sup>st</sup> to 23<sup>rd</sup> 2007.

The workshop was organized by the Environment and Sustainable Development Unit (ESDU) of the American University of Beirut (AUB) with funding from the IDRC

The workshop was meant to lay the cornerstone for mainstreaming evaluative thinking in general and OM in particular at the MENA level, and to empower ESDU in its efforts to become a regional “node” for OM in MENA and the Arab speaking world

The co-facilitators of the workshop were Sarah Earl, Senior Program Officer at the Evaluation Unit of IDRC and Ziad Moussa, Officer in charge of Capacity Development and Outreach at ESDU

The initial workshop design accounted for 4 full days of training. Emerging security concerns in Lebanon as the workshop was unfolding forced the organizers to condense the workshop material over 3 days and to repatriate all non-Lebanese participants on the next available planes.

## Synergies with OM Africa workshop in Cairo

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The Beirut workshop was held immediately following another workshop on OM which was organized in Cairo May 13-17, 2007. The Cairo workshop was a classical introductory training on OM and was attended by IDRC partners and development practitioners from Africa and the MENA region.

The workshop was organized by the Evaluation Unit of IDRC to accommodate mainly the long waiting list which signed-up for the “OM Africa” training course which was held in South Africa during January 2007. Nevertheless, the choice of Cairo at the junction between Africa and MENA offered a privileged opportunity to give a first crack at mainstreaming OM in MENA and enabled 5 pre-selected participants for Beirut to get a comprehensive introduction to OM, together with several Program Officers from the MERO Office of IDRC and who are expected to become more supportive of OM in the future

The 5 participants who attended the Cairo training were given the opportunity to co-facilitate some of the sessions of the Beirut workshop in order to increase their confidence and ownership and in order to establish a potential pool of local trainers in OM

# Selection of Participants

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Special attention was given to the selection of the workshop participants, especially that the workshop design and its intended outcomes were heavily centered around the participants' own contributions and their experiences and perceptions towards M&E in MENA . The selection was done in three phases:

1. IDRC Program Officers were asked by the Evaluation Unit to nominate potential candidates who fitted the participant profile. 15 nominations were received and contacted individually. Nine nominees confirmed their participation, and 5 out of the 9 also took part in the OM Cairo workshop
2. A call for participation based on CV, experience in M&E and commitment to apply the workshop outcomes in future work was disseminated through the ESDU mailing list (around 120 national and regional NGO's, International Agencies and Research Bodies). Thirteen expressions of interest were received and 6 applicants were selected to participate
3. ESDU invited 5 other participants, including one person from IDRC's Focus Cities project and the SDC Program Director in the Near East.

The full participants list is provided in Annex 1 of this report

## Selection of Participants – Criteria

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Taking into consideration that the workshop was NOT A TRAINING like others the Evaluation Unit has offered elsewhere in the world, but rather a concerted effort to understand and critically analyze the concepts and processes of OM to assess their relevance for use by development research and development initiatives (projects, programs, organizations) in MENA, the criteria for selecting participants were set as follows:

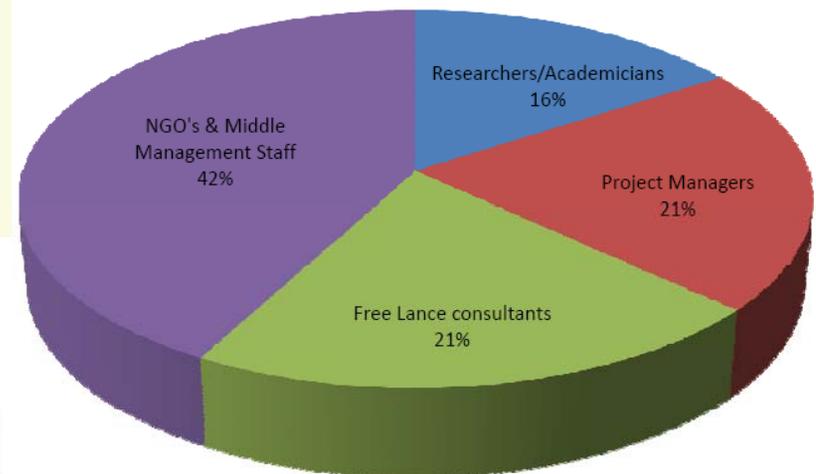
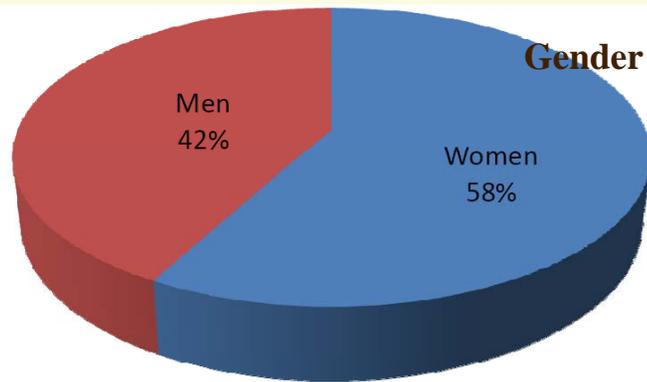
1. Interest in planning, monitoring, and evaluation methodology and processes;
2. Critical thinkers;
3. Mastery of English and Arabic (for discussions of terminology);
4. Interest in promoting participatory evaluation and outcome mapping in MENA;

Moreover, efforts were made to ensure adequate regional representativity across MENA (Mashreq, Magreb and Egypt) in order to accommodate the variations in the Arabic dialects as well as the Francophone and Anglophone influences

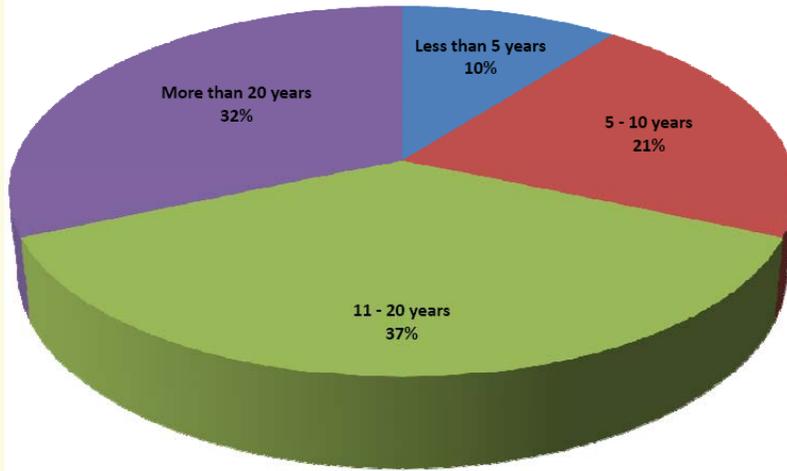
# Selection of Participants – Key figures

The workshop was attended by 24 persons, 19 of which attended the entire workshop and 5 other persons attending partially and/or during specific days.

**Gender distribution of the participants**



**Professional background of the participants**



**Years of professional experience of the participants**

# Initial Program Design

The program design accounted for 3 different types of sessions: Conceptual introduction to OM, plenary activities and Arabization & Contextualization sessions. The design of the program looked as follows:

	Monday May 21 <sup>st</sup>	Tuesday May 22 <sup>nd</sup>	Wednesday May 23 <sup>rd</sup>	Thursday May 24 <sup>th</sup>
Session 1 9:00 – 11:00	Official opening & introductions Perceptions towards M&E in MENA	Reflecting on the previous day & how are we feeling?	Reflecting on the previous day & how are we feeling?	Reflecting on the previous day & how are we feeling?
		Boundary partners (explanation, game and group work)	Organizational Practices (presentation, discussion & group activity)	Collecting and analyzing data: Outcome Journals, Strategy & Performance Journals
30 min	<i>Coffee break</i>			
Session 2 11:30 – 13:00	The OM story, How OM is different, Presenting an OM case / example	Outcome Challenges (explanation and group work)	Discussing the applicability of the entire intentional design stage in the light of the experiences of participants in MENA	Conceptual Q&A centered on the methodological approach Answering the questions of the “Parking Lot”
		<i>Lunch break</i>		
Session 3 14:00 – 15:30	Intentional Design: Mission & Vision (explanation and group work)	Progress Markers (explanation and group work)	M&E planning in OM: presentation and discussion	Using OM for planning and evaluating development projects in MENA
		<i>Coffee break</i>		
Session 4 16:00 – 17:30	Can OM be applicable in MENA	Applicability & linguistic discussions	<i>Sight seeing and festive dinner</i>	Agreeing on a glossary of terms
	Evaluation of the day and individual monitoring journals	Evaluation of the day and individual monitoring journals		The way forward Evaluation and closing

Plenary Activities	Conceptual Sessions	Contextualization & “Arabization” sessions
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# Revised Program Design

Following two explosions in civilian centers of Beirut, it was decided to shorten the program and condense it over 3 days. The OM conceptual overview was cut short on the M&E part, while plenary and Arabization sessions were held at a slightly faster pace than originally planned.

## Introducing and Exploring the Applicability of Outcome Mapping in MENA, AUB, May 21-23 2007

### REVISED PROGRAM

	Monday May 21 <sup>st</sup>	Tuesday May 22 <sup>nd</sup>	Wednesday May 23 <sup>rd</sup>
<b>Session 1</b> 9:00 – 11:00	Official opening & introductions Rivers of Life exercise	Reflecting on the previous day Boundary partners (explanation, game and group work)	Reflecting on the previous day Organizational Practices (presentation, discussion & group activity)
30 min	<i>Coffee break</i>		
<b>Session 2</b> 11:30 – 13:00	The OM story, How OM is different. Introducing the “OM Maghrebistan” case study	Outcome Challenges (explanation and group work)	Wrap-up of the Intentional Design stage & Quick overview of M&E planning in OM and various types of monitoring Journals
60 min	<i>Lunch break</i>		
<b>Session 3</b> 14:00 – 15:30	Intentional Design: Mission & Vision (explanation and group work using the case study)	Progress Markers (explanation and group work)	The way forward: potential strengths and limitations for applying OM in MENA and what can we do as a group to promote OM Final evaluation
30 min	<i>Coffee break</i>		
<b>Session 4</b> 16:00 – 17:30	Discussion in small groups and in plenary: Towards a Culture of M&E in the MENA region Evaluation of the day	Applicability & linguistic discussions (extended session until 7:00 pm) Evaluation of the day	<i>Departure of the Participants</i>

# Workshop Methodology

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The workshop followed the classical 3 days design in introducing OM, which has been tested and delivered in various parts of the world (more information on [www.outcomemapping.ca](http://www.outcomemapping.ca)), and relied on the material used for the OM workshop which was held in Cairo one week before (May 13-17, 2007) and which was facilitated by Kaia Ambrose in addition to the two co-facilitators of the Beirut workshop (S. Earl and Z. Moussa)

Participants were asked at the beginning of the workshop to introduce themselves through the “Rivers of Life” exercise which allowed to highlight their very rich and diverse experience as researchers, development practitioners and program managers and to set the ground for the contextualization and arabization discussions.

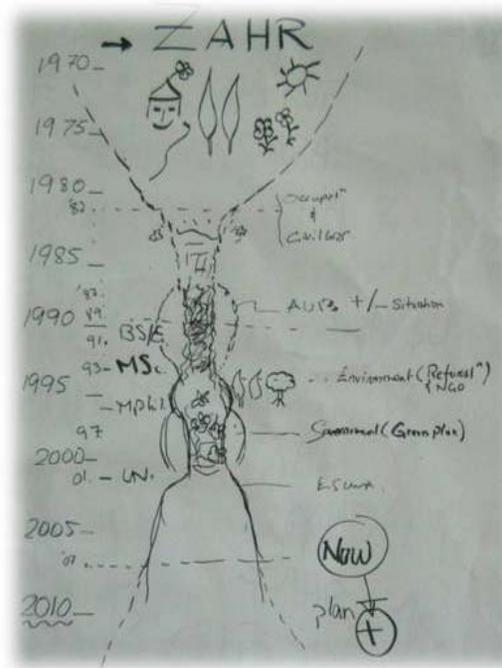
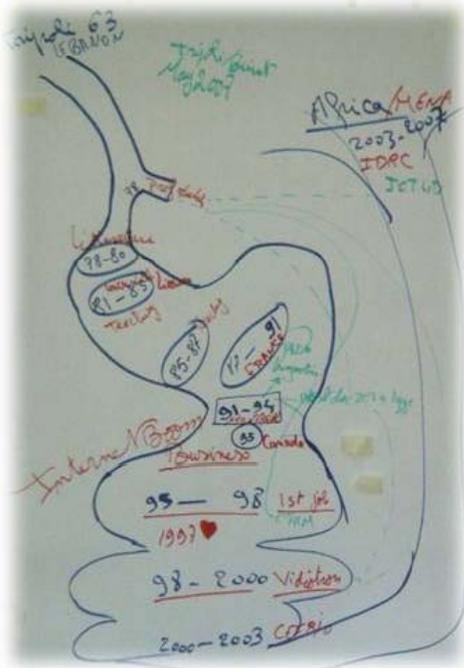
Methodological sessions on OM were partly co-facilitated by the participants who attended the Cairo workshop in order to increase their ownership of the process and to further assert their mastery of the approach. Practical exercises on the different OM steps were introduced along a special fictitious cases study on water demand management entitled “OM Maghrebistan” and which was introduced at the beginning of the workshop

# Highlights from the Workshop Sessions

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# Highlights from the Workshop Sessions: Rivers of Life



YEARS OF EXPERIENCE

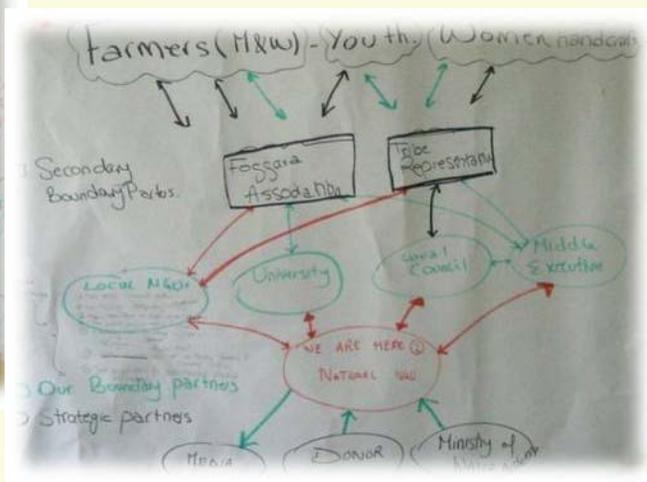
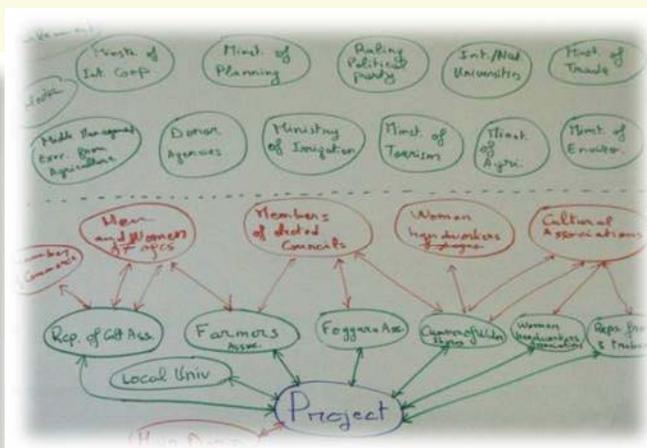
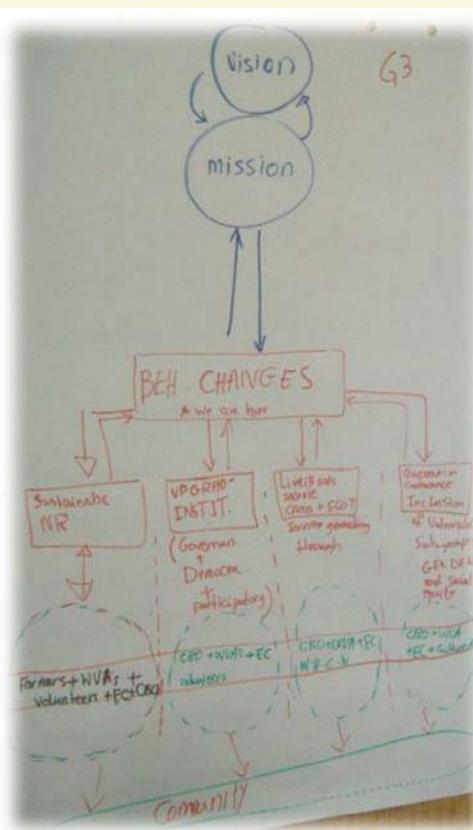
AFAF 28	MERVAT 20
FAISAL 40 <sup>+</sup>	SARAH 9
FOULY 45	DOHA 22
MONPA 12	ZEPHA 10
IMAN 16	ELIZABETH 30
HAMMOU 7	ADEL 18
SOUHAYA 26	JAD 1
MAHA 9	RAGHDA 12
BAKER 13	ZAHR 10

342 YEARS

The “Rivers of Life” is an exercise which allows the group to know each other in a more “intimate” way by sharing important milestones in their lives. In the case of this workshop, the exercise was instrumental in setting the ground-rules and giving legitimacy to the discussions, by demonstrating the magnitude of experiences and backgrounds present in the room and by inciting everyone to seek synergies in common learning rather than showing/proving what they know. A calculation of the total years of expertise present in the room revealed that it was 342 years which corresponds to an average of 19 years of experience per participant



# Highlights from the Workshop Sessions: Boundary Partners

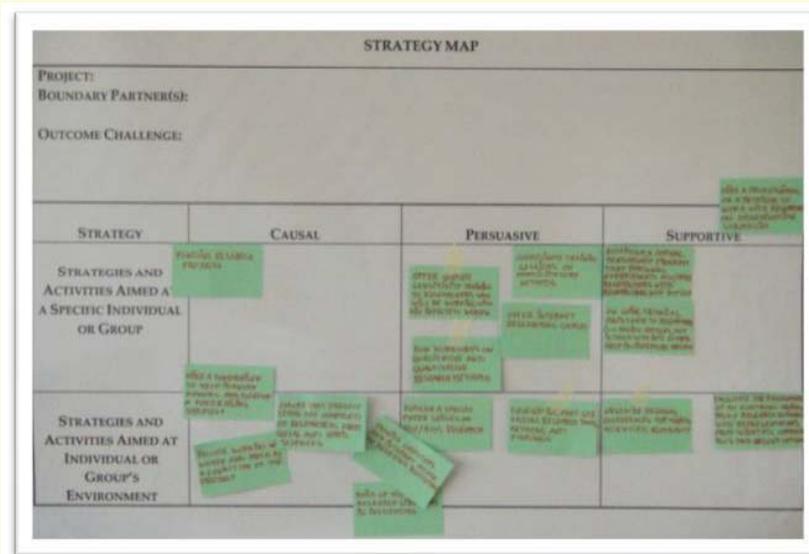


The Distinctive personality of each group can be easily felt from the way they conceived and presented the Boundary Partners exercise.

The exercise also allowed to stress the “many right ways” concept in OM, depending on the outcomes that we aim at achieving.

It also helped clarify that our own (project) definition of our “partners” is the entry point for planning and/or monitoring and evaluating the behavioral changes of these partners.

# Highlights from the Workshop Sessions: Progress Markers *et al*



As mentioned earlier in this report Steps 1 to 7 of the intentional design stage could be covered adequately at the expense of the remaining M&E steps and the various forms of journaling that OM uses. Participants were provided with the full OM plan of the Nagaland project and were asked to draw examples for the remaining steps, and most particularly the journals part from this example

The participants liked a lot the strategy map exercise and wished there was more of this “learning by doing” type of examples.

# Contextualization and Arabization Sessions



## Contextualization & Arabization Sessions

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A “contextualization and arabization” session was held during each of the three days of the workshop in order to discuss how the workshop outcomes could be integrated in the broader M&E framework in the MENA region and to discuss the potential added value and synergies that OM could bring to the M&E scene in MENA.

The **first session** questioned *the way M&E is conceived and practiced the MENA region*, and what would be the challenges for addressing the current shortfalls.

The **second session** tried to *generate a matching Arabic terminology for OM*, based on the multiple regional, linguistic and professional perspectives of the workshop participants

The **third session** discussed the *way forward* and how OM could be introduced and mainstreamed in the MENA region and what could we do as a group to enhance the process

# Contextualization Session Day I

## How M&E is understood in the MENA region?

The first contextualization and arabization session questioned the way M&E is conceived and practiced in the MENA region.

The discussion was structured around five inter-connected probing questions:

Contextualization Session 1

Challenges Facing M&E in MENA

Questions:

1. What are the main challenges facing M&E in MENA?
2. Can we hope to change towards a "Culture of Evaluation" in development in MENA?
3. What would be the added value of such a change?
4. What would be the major constraints?
5. What would be the major enabling factors?

The debate was originally scheduled for 90 minutes, but ended-up extending well over 2 hours.

# Contextualization Session Day I

## 1. Main Challenges facing M&E in MENA

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Regarding the **main challenges faced by M&E in the MENA region**, participants deplored the absence of an M&E culture, which is organically linked to the institutional and governance problems that the region faces in general (top-bottom decision making system, favoritism, pre-determined intervention agendas, lack of proper participatory processes if any, ...)

This is translated into weak stakeholder accountability, which reflects in turn into a lack of proper monitoring – and subsequently evaluation – processes at the project and program levels. Participants also noted the omnipresence of a hierarchical culture which privileges receiving orders rather than asking questions, and which makes even the most appreciative evaluation attempt an exercise that is very difficult to achieve.

Participants also noted a lack of traceable M&E history at the level of the region, where the emphasis of projects and programs is on outputs rather than results and outcomes. This translates into weak systems for generating indigenous M&E knowledge, where evaluation remains a donor driven external exercise with weak ownership at the local level.

# Contextualization Session Day I

## 1. Main Challenges facing M&E in MENA

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Another **main challenge facing M&E in the MENA region** is the lack of awareness about the importance of M&E in strengthening program outcomes, due to the various factors which hinder the development of M&E and the existing perception that M&E is mostly an external on-demand process.

The way participatory development is understood and practiced in MENA is yet another challenge to M&E, since proper stakeholder participation would allow any M&E process to stay connected with the reality that it is trying to monitor and evaluate.

In the light of the challenges listed above, the second question is **whether we could hope to change towards a culture of M&E in MENA?** All three groups answered with a cautious YES and determined four enabling factors/entry points for it to happen:

- M&E should be promoted under its positive and appreciative dimensions as the MENA region is not in need of (yet another) quantitative audit-based methods

# Contextualization Session Day I

## 2. Towards an M&E culture in MENA?

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- Donors influence is very important in mainstreaming M&E as an essential project management tool. The widespread use of logframes as a planning and management tool across MENA is an example that donor influence can achieve impact in promoting the use of a particular method or tool
- Public accountability needs to be significantly increased in a concerted effort of concerned stakeholders at various levels in a way that would give “legitimacy” to the existence of this M&E culture
- M&E practitioners need to gain credibility and momentum by sharing experiences and promoting best practices, and by building a pool of knowledge and expertise pertinent to the MENA region. This can be achieved by putting more effort in networking, addressing program managers and policy makers and by adapting the existing pool of knowledge to the existing MENA needs and pre-conditions (much like what is done in this workshop)

# Contextualization Session Day I

## 3. Added Value of Integrating M&E

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The **added value for changing towards an M&E culture in the MENA region** according to the workshop debates could reflect in:

- Better program implementation and better project performance, adapted to specific conditions and that allows iterative learning and re-design
- Enhanced stakeholders participation as a result of an increased ownership of program processes and outcomes
- Quality oriented thinking by privileging critical thinking and learning from successes and failures
- Better efficiency in the use of available resources and more efficient replicability by capitalizing on previous learnings
- Increased transparency and accountability for both projects and beneficiaries which would in turn result in a more targeted development
- Increased sustainability of projects by maximizing impacts and benefits
- Sustainable change in attitudes and organizational perceptions which would reflect in a better project/program performance

# Contextualization Session Day I

## 4. Major Constraints facing M&E Integration

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As to the **major constraints which could be envisaged towards this change**, answers came as follows:

- Donors would continue imposing static programs with pre-determined results as it has always been the case in MENA
- Unwillingness to take actions against shortcomings and failures at various levels due to the lack of accountability
- The limited number of professional evaluators available on the circuit that limits the experience and knowledge on evaluation to a restricted circle of “usual suspects”
- Limited and restricted resources to evaluation that can be observed widely in the projects where the participants are involved. The experience of IDRC in earmarking 3-5% of the total project budget for evaluation was highly praised
- The lack of training and reference material on evaluation in Arabic
- The lack of evaluation frameworks at the planning level. Participants observed that many frameworks are available for project cycle management while evaluation frameworks are somehow limited.

# Contextualization Session Day I

## 4. More Constraints facing M&E integration

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Other **major constraints that could be envisaged towards this change**, were:

- Short project cycles with a pressing need to demonstrate results in a short period of time, which marginalizes evaluation due to time (but also budget constraints)
- Traditional management styles and traditional managers who do not believe in the added value of evaluation.
- The lack of an enabling political environment and political interference in every aspect of project management, including evaluation
- Lack of proper participatory processes that make evaluation uni-dimensional and heavily biased to those who have a say in it.
- Lack of strategic planning through which evaluation could be foreseen as a milestone that is as important as other project management steps
- Lack of knowledge and capacity on evaluation methods and tools, which should be addressed first if we are aiming for a sustainable change
- Resistance to change, which is specially valid in MENA region is heavily anchored in tradition and administrative inertia

# Contextualization Session Day I

## 5. Enabling Factors for Changing towards M&E

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As to the **enabling factors for changing towards a culture of M&E in the MENA region**, some of the ideas that were provided were:

### A- on the program level

- Applying a more flexible and outcomes oriented planning, and which goes beyond outputs and immediate results
- Promoting a true stakeholders participation (moving from beneficiaries to partners, including planning, monitoring and evaluation)
- Development practitioners acting as “Agents of Change” and embracing the complexity that is linked to change
- Making of evaluation an explicit donor requirement for all the projects

### B- on the institutional level

- Building advocacy momentum amongst NGOs, academia, think-tanks, policymakers and media about the added value of participatory M&E
- Putting improved governance and policy reforms into practice
- Empowering the Civil society on the importance of evaluation

# Contextualization Session Day I

## 5. More Enabling Factors for changing towards M&E

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### C- on the individual/practitioners level

- Build capacities on evaluation tools and techniques
- Develop a proper understanding of M&E and OM
- Work on increasing the demand for evaluation by constantly advocating its importance and added value
- Share tool boxes, experiences and expertise
- Build a regional pool of knowledge and expertise by sharing methods and tools and sharing success stories and best practices.

## Contextualization Session Day II

### Generating a Matching Arabic Terminology for OM

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One of the longest – yet most interesting – sessions of the workshop was the session dedicated to the **linguistics discussions**.

It took at least 90 minutes to get consensus over a proposed translation for Outcome Mapping, which was finally decided to be التقييم من أجل التغيير which translates literally as “Evaluation for Change”.

Participants felt that the notion of “change” was very important for the MENA context (though some feared that it might be understood as a challenge to the political system and hence suggested to always add the word “in development” when using the term in public)

Every other term took a great deal of discussion in the light of the many opinions and the multiple perspectives (Mashreq, Maghreb and Egypt)

An innovative approach to reach consensus was applied thanks to Dr. Adel Al Zaim from IDRC’s Acacia project, where a wiki page was created and fed in real time with the suggestions of the participants. Suggestions that got the highest number of favorable opinions were written in larger fonts and the one that was closest to consensus was written in red.

## Contextualization Session Day II

### Generating a Matching Arabic Terminology for OM

The advantage of this wiki method is that it accommodates the opinions on everybody, but it also allows other persons who were not in the workshop to access it and have their say by accessing it online.

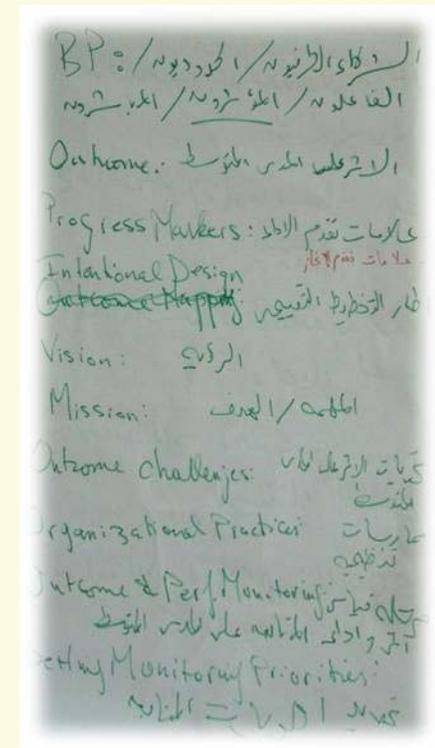
With this newly acquired terminology at hand, it will be possible to translate a wealth of OM material into Arabic in the future

The wiki can be accessed on the following coordinates:

[www.outcome.pbwiki.com](http://www.outcome.pbwiki.com)

Username: outcome

Password: mapping



# Contextualization Session Day II

## How our Wiki page looks like

**outcome** | **FrontPage** Home

[Edit page](#)

Welcome to the Arabization of Outcome Mapping Wiki page!  
This is a real PBwiki page that you can edit.

اهلا بكم على صفحة تعريب التقييم بهدف التغيير  
هذه صفحة ويكي يمكنكم المشاركة في صياغتها او  
تصحيحها أو ابداء رأيكم في المفردات المقترحة

English	French	Arabic
Outcome	Incidence	نتائج
Mapping	Cartographie	رصد، اقتفاء،
Vision	Vision	الرؤية، التصور
Mission	Mission	مهمة، مهام، رسالة، وظيفة
Boundary Partners	Partenaires Limitrophes	الشريك الطرفي، الشريك الأساسي الشركاء المقربون اساسيون مباشرون الشركاء المباثرون متفاعلون شركاء التغيير
Outcome Challenge	Incidences visées	تحديات التغيير سيرورة التغيير مسيرة التغيير
Page Information	Wiki Information	<b>Make your own wiki!</b>
3 months ago [history]	<a href="#">» Show all pages</a>	<b>This page is part of a public wiki.</b>

This is only a collage...  
Check out the Wiki page itself if you want to know how the real thing looks like or if you feel inspired to contribute



# Contextualization Session Day III

## 1. Strengths for Applying OM in MENA

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The third contextualization session discussed the way forward and was structured around 3 guiding questions:

1. What are the strengths for applying OM in the MENA region?
2. What could be the constraints to be envisaged when applying OM in MENA ? and,
3. What can we do as a group to promote OM in the MENA region?

Some of the **strengths for applying OM in the MENA** which were identified by the participants are:

- OM encourages innovation and is hence a welcomed addition to more conventional project management tools
- OM improves participation and would hence consolidate ongoing efforts to promote more participation at the project level in MENA
- OM has a sequential logic and focuses on the big picture which is an approach that lacks severely in more conventional evaluation methods
- OM encourages to focus on behavior changes which is a dimension that tends to be generally overlooked in MENA

## Contextualization Session Day III

### 1. More Strengths for Applying OM in MENA

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Additional **strengths for applying OM in the MENA** were identified as:

- The iterative nature of OM makes adjustments possible at any stage and can contribute to a gradual build-up of experiences and knowledge.
- The modular nature of OM makes it possible to apply parts of the methodology if it is not possible to apply the entire approach
- OM is “softer” than other more rigid M&E systems and has hence more chances to be mainstreamed.
- OM can be adapted to different systems and settings (urban, rural, research, development, policy, government, etc..)
- The integrated planning/M&E nature of OM gives a definite added value for applying it in MENA, especially when it is feasible to initiate the process as early as possible in the life of the project
- The fact that there is an Arabic terminology in the making for OM would significantly enhance its mainstreaming in the MENA region, especially that methodological resources in Arabic are very scarce and many practitioners would feel more comfortable applying Arabized resources

## Contextualization Session Day III

### 2. Constraints for applying OM in MENA

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As to the **constraints envisaged for applying OM in the MENA** which were identified by the participants, the following can be reported:

- Funders would impose a “veto” on OM because it challenges the way development is done in MENA. Limitations in time and budget were mentioned as well
- OM is still under development and hence cannot be promoted before it gets finalized at the conceptual level
- The application of OM might create an unwanted confusion with other M&E methods that are applied in the region
- There is no previous history or proven track record of OM in the region which could be used as an argument to convince skeptics
- Cultural constraints which might suggest that OM is not as needed and/or accepted like other outputs based evaluation methods that are less challenging to the system
- The trend in MENA is to apply evaluation only in crisis situation while OM privileges an iterative and participatory approach to evaluation.

# Contextualization Session Day III

## 3. What can we do as a group

As to **what could be done as a group to promote and mainstream OM in MENA**, answers came as follows:

- Efforts should be made to familiarize donors with OM (introductory brochures, presentation seminars, high visibility events, ...). Similar efforts should also target decision makers
- Offer multi-stakeholders oriented OM training to build a critical mass and to foster the creation of formal and informal OM networks in MENA
- Produce publications and case studies about OM in the MENA region, preferably in Arabic
- Provide incentives for applying OM in few “pioneer” projects in order to create a repository of local experiences and local success stories and to allow OM to take-off in the region
- Conduct an aggressive “marketing” strategy at the regional level and develop the appropriate “marketing tools” (publications, studies, briefs, ...)
- Consider introducing OM modules in university curriculum to increase its academic legitimacy

# Contextualization & Arabization

## The Way Forward

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The evolutionary trends of evaluation in MENA offer many similarities with Central and Eastern Europe (CEE) of the post iron curtain era. In a recent report published by the UNICEF Regional Office for CEE in 2006 (Evaluation Working Paper #5: New Trends in Development Evaluation), the development of evaluation in CEE seems to be taking place along 4 inter-connected stages:

1. The External Phenomenon stage (1991 – 1999) where evaluation is carried out only by foreign donors and is viewed by staff members of local organizations as an “external phenomenon,” brought from abroad, with very little to do with the processes presently at work in the region.
2. The Initiation stage (1996 – 2000) which witnessed a growing interest in evaluation accompanied by rapid dissemination of the information about it through training courses.
3. The Assimilation stage (2000 – 2004) where the region’s first professional organization (IPEN) is created. There is an increase in evaluation services provided by organizations and independent specialists but very little local demand for evaluation services

# Contextualization & Arabization

## The Way Forward (2)

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4. The Implementation stage (2005 – nowadays), which is witnessing a sharp increase of the interest in evaluation among governmental and business organizations in many countries of the region.

The various discussions of the workshop revealed that evaluation in the MENA region is still somewhere within the “external” stage, mostly a donor driven on-demand exercise carried by an elitist few.

OM has evident potentials to be introduced and mainstreamed in MENA, but efforts should be made to train and empower a critical mass of practitioners and make background and reference material available to them in Arabic

ESDU was encouraged to think along 3 lines of activities:

- Training and capacity development: in order to actively participate at establishing this critical mass of practitioners
- Publication of material in Arabic (translation of baseline OM literature, as well as the best practices and success stories from around the world, ...) and,
- Assisting in introducing OM on a pilot scale and/or providing backstopping for projects and institutions interested in applying the methodology and learning by doing as it unfolds.

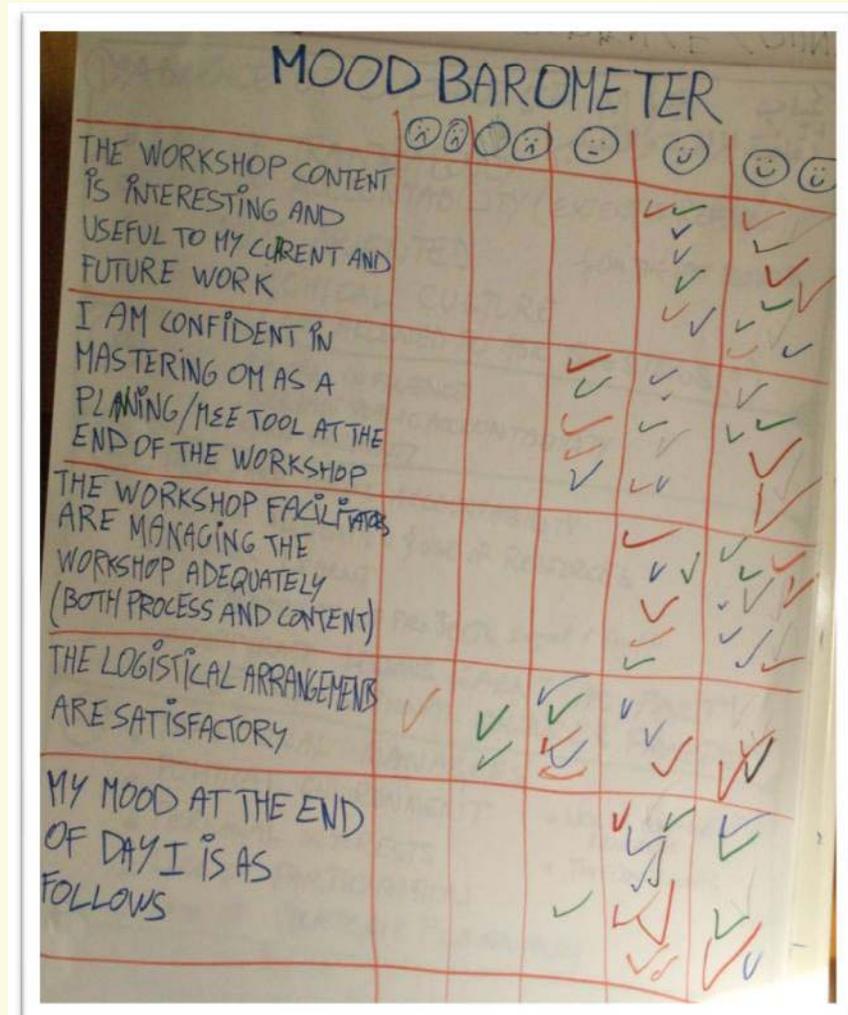
# Evaluation and Closing



# Workshop Evaluation on Day I

Participants were asked to fill-in the “Mood Barometer” on Day I, which showed that participants were quite comfortable with the way the workshop was designed and run, with the exception of some logistical arrangements related to the training room setup and some issues with the hotel arrangements.

The confidence in mastering OM at the end of the workshop could not be measured because of the premature departure of the participants and serious disturbances of the schedule



# End of Workshop Evaluation

Because the workshop had to be closed in a hurry due to growing security concerns in Lebanon, the end of workshop evaluation used a built-in monitoring tool called the shopping trolley.

Participants were asked to identify on colored cards:

- What they liked most during the workshop
- What they will take with them back home from the workshop
- What they prefer to leave behind from the workshop



## What Participants Liked

- The experience gained from facilitators and colleagues
- The Arabization effort
- Interaction with participants from different MENA countries
- The flexibility of OM
- I worry that we need to focus on changing mindset in MENA as a pre-condition to behavior influence
- That it is OK to think about behavioral changes and not be embarrassed in tracking them
- Communication, group games and exercises, good food
- The efficient work of the ESDU team under difficult circumstances

# End of Workshop Evaluation

## What Participants will take with them

- Boundary Partners
- Understanding evaluation within the MENA context
- Tracking behavioral changes through OM
- New Arabic terminology
- Dissemination of the know-how in my network
- New Information
- Exchange of experiences
- Learning about a great new tool
- Strategy Maps and Progress Markers
- The participatory work and the friendly environment
- Terminology for ideas and thoughts I have been dwelling over for a long period of time. I was able to see the light with OM

## What Participants will leave behind

- The security tensions, Beirut in these sad times
- The shower in the bathroom of the hotel
- Stress for parking
- MENA is different than other regions
- Plastic cups
- Stress and hurry
- Nothing (4 answers)

# Acknowledgments

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**ESDU would like to express its sincere gratitude to all the participants** who made of this workshop a success despite the extremely tense security conditions in Lebanon. As soon as everyone gathered inside the training room, the enthusiasm, dedication and positive learning spirit of the participants made us all forget the fear and the insecurity that prevailed elsewhere in Beirut and across the country.

**Many thanks to the Diana Marroush Abi Said, Layal Dandash and Nadim Rawda of the ESDU team** who displayed herculean efforts to re-arrange flight schedules, repayments and other associated logistics and allowed the workshop to run undisrupted. Layal was even signed in as a participant in the workshop but had to miss practically all the sessions.

**Dr. Eglal Rashed and Dr. Shadi Hamadeh**, Directors of the IDRC MERO Office and ESDU respectively were monitoring very closely the situation but **trusted the facilitators judgment and allowed the workshop to unfold smoothly and we thank them for that**

Finally a **big thank you to Ms Sarah Earl** (in her IDRC Evaluation Unit Capacity😊) for believing in this entire project and empowering it to happen

**Let's remember! This is only the beginning of  
the big OM MENA adventure**

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